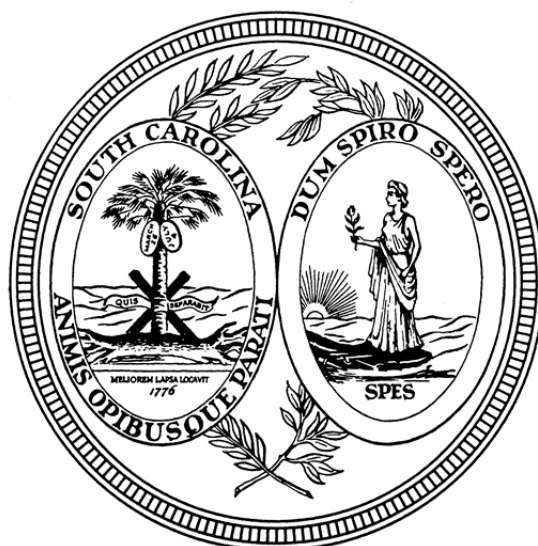




SOUTH CAROLINA GENERAL ASSEMBLY

Legislative Audit Council

ANNUAL ACCOUNTABILITY REPORT FY 12-13





SOUTH CAROLINA GENERAL ASSEMBLY

Legislative Audit Council

Independence, Reliability, Integrity



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September 10, 2013

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This is the annual accountability report of the South Carolina
Legislative Audit Council for the fiscal year ended June 30, 2013.
The LAC encourages legislative requests for performance audits and
is committed to audit work that will be responsive to legislative
needs. Please call (803) 253-7612 with questions or comments.

Respectfully submitted,

Perry K. Simpson
Director

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Section I — Executive Summary

1. Mission, Vision, and Values

The LAC's mission is to conduct performance audits of state agencies and programs to help ensure that their operations are efficient and that they achieve their performance goals and comply with the law. Our vision is to become a primary source of information for legislative decision makers and the citizens of South Carolina in their efforts to improve state government. In conducting audits, the LAC seeks to uphold the values of independence, reliability, accuracy, and thoroughness.

2. Major Achievements in FY 12-13

In FY 12-13, the Legislative Audit Council published six performance audit reports. We made 204 recommendations and identified potential financial benefits to the state government of approximately \$48 million. In each of our audits, we also made non-financial recommendations to improve the performance of state government.

3. Key Strategic Goals

The LAC has three strategic goals:

1. Improve the performance of state government.
2. Maintain or reduce the cost of state government.
3. Provide information to the South Carolina General Assembly and the public.

4. Key Strategic Challenges

A key strategic challenge to our organization has been a reduction in state general funds of approximately 7.7% from FY 07-08 to FY 13-14. As a result, only 73% of the agency's authorized staff positions are filled.

5. Use of the Accountability Report

The process of developing annual accountability reports has resulted in our use of formal strategic planning. It has also resulted in our development of outcome measures, including "Percent of Audit Recommendations Implemented" and "Financial Benefits Realized." Due to funding limitations, we were unable to calculate these two statistics with an audit follow-up process in FY 12-13.

Section II — Organizational Profile

1. Main Products and Services

The LAC's main products are performance audits of state agencies and programs, in which we identify ways to reduce the cost and improve the performance of state agencies, and provide information to the General Assembly and the public. We help ensure that operations are efficient and that agencies follow the law to achieve the desired results. We deliver the results of these audits in published reports.

2. Key Customer Groups and Their Key Expectations

The LAC's key customer groups are the General Assembly and the citizens of South Carolina. We provide information, analysis, and recommendations to help the General Assembly improve state agencies and to help the citizens of South Carolina oversee state government. Our key customer groups' expectations include independence, reliability, accuracy, and thoroughness.

3. Key Stakeholder Groups

The LAC's key stakeholder groups are the agencies we audit. We provide information, analysis, and recommendations to assist them in improving their operations.

4. Key Suppliers and Partners

The primary inputs used by the LAC to produce audits are labor and information. Below we describe the key suppliers of these inputs:

- LAC employees conduct almost all of the information collection, analysis, and writing required to prepare an audit. Infrequently, we obtain the services of an outside entity to conduct an analysis. The key suppliers of our employees are colleges and universities in South Carolina and elsewhere, as well as other government agencies.
- Our key suppliers of information are the agencies we audit, central state government agencies in South Carolina (such as the Office of the Comptroller General, Office of the State Treasurer, and the Office of Human Resources), agencies in other states, and the federal government.

We have no formal partnerships; however, on an as-needed basis, we consult with the Office of the Attorney General, the Office of the State Auditor, the procurement audit section of the Budget and Control Board, and the State Law Enforcement Division.

5. Office Location

The LAC operates out of a single location at:

1331 Elmwood Avenue
Suite 315
Columbia, SC 29201

6. Number of Employees

The LAC had 19 employees, all unclassified, at the end of FY 12-13.

7. Regulatory Environment

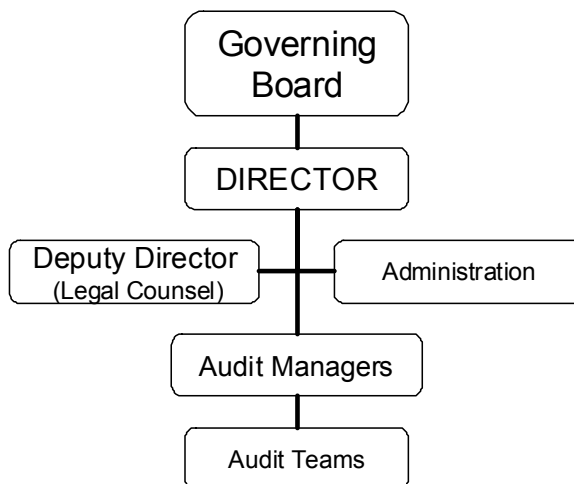
The LAC operates under the requirements of Government Auditing Standards established by the Comptroller General of the United States.

8. Performance Improvement Systems

The LAC's senior leaders encourage input and innovative ideas from staff throughout the year. Our organization has informal discussions, formal staff meetings, and formal staff committees.

We have implemented structured mechanisms for identifying areas in need of improvement, including LAC staff surveys, peer reviews, and performance measures.

9. Organizational Structure



10. Expenditures and Appropriations

MAJOR BUDGET CATEGORIES	FY 11-12 ACTUAL EXPENDITURES		FY 12-13 ACTUAL EXPENDITURES		FY 13-14 APPROPRIATIONS ACT	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$825,049	\$634,066	\$967,625	\$894,232	\$1,074,050	\$954,050
Other Operating	104,626	104,626	107,282	107,282	95,000	95,000
Special Items						
Permanent Improvements						
Case Services						
Distribution to Subdivisions						
Fringe Benefits	252,990	132,263	320,459	232,459	284,740	204,740
Non-recurring			51,318	51,318		
TOTAL	\$1,182,665	\$870,955	\$1,446,684	\$1,285,291	\$1,453,790	\$1,253,790

Other Expenditures

Sources of Funds	ACTUAL EXPENDITURES	
	FY 11-12	FY 12-13
Supplemental Bills	\$0	\$0
Capital Reserve Funds	\$0	\$0
Bonds	\$0	\$0

11. Major Program Areas

PROGRAM NUMBER AND TITLE	MAJOR PROGRAM AREA AND PURPOSE	FY 11-12 ACTUAL EXPENDITURES	FY 12-13 ACTUAL EXPENDITURES	KEY CROSS REFERENCES FOR FINANCIAL RESULTS
I – II	The work of the Legislative Audit Council is authorized by S.C. Code §2-15-10 <i>et seq.</i> Our sole program is conducting performance audits to find ways to improve the performance of state agencies and programs, reduce the cost of state government, and to provide information to the General Assembly and the public.	State: \$870,955 Federal: 0 Other: \$311,710 Total: \$1,182,665 % of Total Budget: 100%	State: \$1,285,291 Federal: 0 Other: \$161,393 Total: \$1,446,684 % of Total Budget: 100%	See Chart 7.1.1 Table 7.1.3

Section III — Elements of Malcolm Baldrige Criteria

Category 1 — Senior Leadership, Governance, and Social Responsibility

1. How do senior leaders set, deploy, and ensure two-way communication throughout the organization and with customers and stakeholders, as appropriate for:

- a) Short- and long-term direction and organizational priorities?

The LAC's short-term direction and organizational priorities are established by its senior leaders (governing board, director, deputy director, and audit managers) through the development of audit plans that are written and carried out with the assistance of staff. The LAC's senior leaders set long-term direction and organizational priorities using:

- Section 2-15-10 *et seq.* of the South Carolina Code of Laws.
- Government Auditing Standards established by the Comptroller General of the United States.
- Input from staff, both informally and in the form of committees.
- Input from the General Assembly.

The forums for developing direction and priorities, which are usually communicated by written policy, include staff meetings, management meetings, staff committees, and informal discussions. Ideas come from LAC leadership, staff, members of the General Assembly, National Legislative Program Evaluation Society (NLPES) member states, and Government Auditing Standards.

- b) Performance expectations?

The LAC's senior leaders, in conjunction with state law and Government Auditing Standards, have established performance expectations for all aspects of audit work. These are discussed among all staff at audit team meetings, and further communicated through audit and policy manuals, and through a written personnel evaluation instrument.

- c) Organizational values?

The LAC's senior leaders have established the organizational values of responsiveness, fairness, independence, thoroughness, and accuracy in a manner that is consistent with Government Auditing Standards. These are discussed and communicated among all staff at agency and audit team meetings, and further communicated through audit and policy manuals, and through a written personnel evaluation instrument.

d) Ethical behavior?

The expectation of ethical behavior at the LAC has been established by senior leaders and staff in a manner consistent with Government Auditing Standards. Behavioral expectations, including independence, thoroughness, accuracy, and compliance with state law, are discussed and communicated among all staff at agency and audit team meetings, and further communicated through audit and policy manuals, and through a written personnel evaluation instrument.

2. How do senior leaders establish and promote a focus on customers and other stakeholders?

Senior leaders have established a focus on customers by establishing written policies that require two-way communication with members of the General Assembly and the agencies we audit at specific points before, during, and after each audit. Also, senior leaders have established policies through which the citizens and the media are informed of and have access to all audits.

3. How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?

The LAC considers the effects of our recommendations on the public. During our audits, we seek the input and advice of citizen and business groups. We use the information from these sources to ensure that our recommendations result in lower costs and/or improved services without negative consequences that outweigh the benefits.

4. How do senior leaders maintain fiscal, legal, and regulatory accountability?

Senior leaders are subject to external processes required by state law which address fiscal, legal, and regulatory accountability. These external processes include financial audits, procurement audits, as well as the information we communicate in this annual accountability report. Internally, we have in place policies and procedures that address fiscal, legal, and regulatory accountability. These internal policies and procedures include internal controls in areas such as purchasing, employee travel, and employee leave.

5. What performance measures do senior leaders regularly review to inform them on needed actions?

Key performance measures that senior leaders regularly review include compliance with Government Auditing Standards, employee satisfaction, cost per audit hour, product timeliness, and the number and dollar value of findings and recommendations. We also have outcome measures through which we monitor the percentage of our recommendations that have been implemented, as well as the resulting financial benefits.

6. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to the organizational values?

Our governing board, director, deputy director, and other senior leaders seek to uphold the values of independence, reliability, accuracy, and thoroughness by openly responding to shortcomings highlighted by performance measurements, disinterested peer review teams, and LAC staff. In response to feedback from our performance measures, senior leaders have charged staff committees with amending our policies and practices.

7. How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?

Our senior leaders identify potential future management staff and ensure that they are given supervisory assignments in anticipation of promotional opportunities. In addition, these staff are given responsibility for managing follow-up audits under the direction of our senior leaders.

8. How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?

The LAC's senior leaders encourage input and innovative ideas from staff throughout the year. Our organization has informal discussions, formal staff meetings, and formal staff committees. This environment complements our system of quantitative performance measures and targets.

9. How do senior leaders create an environment for organizational and workforce learning?

At the beginning and end of each audit assignment, staff meet with their supervisors to determine the skills that they and the organization need to develop. Staff attend organizational and staff training and classes to develop the needed skills. Government Auditing Standards established by the Comptroller General of the United States require that each of our auditors completes at least 80 hours of training every two years.

10. How do senior leaders engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?

The LAC is a small organization of fewer than 20 employees working at a single location. Most engagement, communication, empowerment, and motivation occurs informally through daily interaction and face-to-face conversation. Appointments are not required for any employee to meet with any senior leader. We have regular meetings of audit teams, chaired by audit managers, and regular agency-wide meetings, chaired by the director. We also have an employee-of-the-quarter program and a program in which any employee can formally recognize the accomplishment of any other employee at any time.

11. How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.

The LAC supports and strengthens South Carolina primarily by being a source of information about the workings of state government. The director and senior leadership answer questions from the media, which is the primary means by which most citizens learn of our audits. On a continual basis, we answer questions from citizens who need information on how to obtain help from state government. Citizens are usually interested in topics from recent audits which have been requested by the General Assembly. In addition, our employees donate funds to the United Way, to the Community Health Charities of South Carolina Campaign, and blood to the American Red Cross.

Category 2 — Strategic Planning

PROGRAM NUMBER AND TITLE	KEY STRATEGIC GOALS / OBJECTIVES	RELATED ACTION PLANS / INITIATIVES	KEY CROSS REFERENCES FOR QUANTITATIVE MEASURES
I - II	Reduce the cost of state government. Improve the performance of state government. Provide information to the General Assembly and the public.	Employ qualified staff by developing their knowledge, skills, and abilities and by providing a positive work environment.	See Chart 7.4.1 Table 7.4.2
		Conduct performance audits of state agency programs in compliance with Government Auditing Standards.	See Table 7.6.1
		Determine compliance with recommendations for reducing the cost of state government and improving its performance.	See Chart 7.1.1 Chart 7.1.2 Table 7.1.3 Table 7.1.4
		Ensure that audits are published in a timely manner.	See Table 7.5.1
		Ensure that audits are conducted in an efficient manner.	See Table 7.3.1
		Ensure that audits meet the needs of the legislators who request them.	See Table 7.2.1

1. What is your Strategic Planning process, including key participants?

The process of developing the LAC's strategic plan includes meetings and formal discussions of senior leaders.

How does your Strategic Planning process address:

a) Your organization's strengths, weaknesses, opportunities, and threats?

The LAC's strategic plan identifies "organizational integrity" and "professional independence" as our "distinctive competencies." Our strategic objectives include quantified performance targets for areas in which we have identified opportunities and threats. One performance target which we have not met is the publishing of audits in a "punctual manner."

b) Financial, regulatory, societal, and other potential risks?

Our strategic objectives, when met, can reduce financial, regulatory, and societal risks. Consistent with these objectives, our audit reports contain recommendations on how to reduce the risk of:

- Unnecessary or excessive state government expenditures.
- Unnecessary or excessive state government regulation.
- Harm to citizens resulting from the inadequate implementation of state government programs.

(c) Shifts in technology and customer preferences?

In our FY 12-13 strategic planning process regarding these areas, we identified no shifts that would have a material impact on our operations.

(d) Workforce capabilities and needs?

To ensure that the LAC attracts and retains qualified staff, the LAC's strategic plan requires that our auditors have relevant degrees and professional licenses. It also requires that auditors undergo continuing education of 80 hours every two years in accordance with Government Auditing Standards established by the Comptroller General of the United States. At the beginning of each audit assignment, staff meet with their supervisors to determine the skills that they and the organization need to develop. In addition, we conduct satisfaction surveys of our employees every other year.

(e) Organizational continuity in emergencies?

Working papers from completed audits are stored offsite in a state government warehouse. Our computerized data files are backed up each day and maintained offsite.

(f) Your ability to execute the strategic plan?

We developed our strategic plan based on the assumption that its execution is largely in our control. Certain performance measures linked with our strategic plan (such as the number of recommendations and potential financial benefits) are also a function of the programs we audit.

2. How do your strategic objectives address the strategic challenges you identified in your Executive Summary?

Our ability to achieve the strategic objectives of identifying ways to reduce the cost of state government, improve the performance of state government, and provide information to the General Assembly and the public have been impacted by a significant reduction in state appropriations in recent years. Nonetheless, we have not altered these strategic objectives, which we believe we can continue to meet, in the short term, through the use of audits that are more focused and narrow in scope.

3. How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action plans?

The process of developing LAC action plans that address key strategic objectives and tracking their implementation includes communication among various senior leaders, auditors, and administrative staff and reviewing statistics calculated by audit teams. Senior leaders allocate resources, which is primarily personnel for our agency, through a series of meetings throughout the year, in which projects are matched with the skills of our staff and the necessary number of staff required to accomplish our objectives.

4. How do you communicate and deploy your strategic objectives, action plans and related performance measures?

The LAC communicates its strategic objectives, action plans, and related performance measures through discussions among all staff at agency and audit team meetings. They are further communicated through audit and policy manuals. The deployment of strategic objectives, action plans, and performance measures is conducted by senior leaders, audit teams, and administrative staff.

5. How do you measure progress on your action plans?

Each action plan is linked with one or more of our ten performance measures. (See the strategic planning chart on page 8.) We have established year-end performance targets for four of these measures (see page 28). All of these measures are monitored annually, and some are monitored monthly.

6. How do you evaluate and improve your strategic planning process?

Periodically, we have meetings of staff and meetings of senior leaders at which we discuss ways to improve our strategic planning process.

7. If the agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for that plan.

Our strategic plan is available on our website at LAC.SC.GOV.

Category 3 — Customer Focus

1. How do you determine who your customers are and what their key requirements are?

The LAC determines who its customers are by reviewing state law. We determine customers' key requirements as follows:

- All audits must be requested by five or more legislators or be mandated specifically by state law. At the beginning of each audit, we meet with the legislative requesters to ensure that we understand their concerns. We then send a letter confirming audit objectives to the requesters and informing them of the estimated audit completion date.
- Determining the key requirements of the citizens is a complex task. Citizens will often contact us about an agency that is alleged to be performing in a substandard manner. We give instructions to such callers regarding how audits can be requested through their local legislators. Upon request, we also meet with members of the public to discuss their concerns.
- The news media are crucial to communication between the LAC and the General Assembly and the LAC and the public. A news story will often highlight a concern of members of the General Assembly or the public that is relevant to an upcoming or ongoing audit. For most of the public, news stories are the only source of information regarding LAC audits. We, therefore, notify news media of our publications and provide a link to our website where our reports are located and answer their questions.

2. How do you keep your listening and learning methods current with changing customer/business needs and expectations?

The LAC listens to and learns the needs of legislators through face-to-face conversations.

3. What are your key customer access mechanisms, and how do these access mechanisms enable customers to seek information, conduct business, and make complaints?

Each of our publications is available on our website (LAC.SC.GOV). Citizens may contact us by telephone at (803) 253-7612 or by e-mail. Citizens may also visit our office at 1331 Elmwood Avenue, Suite 315, in Columbia. To ensure ease of access, parking is convenient and free.

4. How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?

The LAC informally measures the satisfaction of legislators through face-to-face conversations. Staff provide briefings to legislators who request audits and also make presentations to legislative committees. During these meetings, staff will often receive feedback concerning the audits and overall agency performance. Staff also receive feedback through meetings of our organizational board from LAC's public and legislative members. In addition, staff receive and respond to inquiries from legislators, citizens, and the media. During our FY 12-13 peer review, agency staff and the LAC organizational board chairman were interviewed and provided feedback relating to agency performance. In FY 12-13, LAC provided 13 briefings to legislators and their staff, held 4 organizational board meetings, and received and responded to 5 citizen inquiries.

5. How do you use information and feedback from customers/stakeholders to keep services and programs relevant and provide for continuous improvement?

Because many legislators and citizens do not have time to read an entire report, we publish summaries of each report. We also meet regularly with legislators on an informal basis to ensure that the independent information we provide is useful.

6. How do you build positive relationships with customers and stakeholders to meet and exceed their expectations? Indicate any key distinctions between different customer and stakeholder groups.

The LAC maintains open lines of communication with legislators, citizens, and the agencies we audit. We regularly provide them with information from our audits. On short notice, any legislator, citizen, or agency official may meet with a senior staff member of the LAC.

Category 4 — Measurement, Analysis, and Knowledge Management

1. How do you decide which operations, processes, and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?

We have developed performance measures that address audit results as well as the quality and efficiency of internal operations. These measures were selected by LAC senior leaders, in conjunction with staff, based on similar measures used by the federal Government Accountability Office.

Audit Results

Each year we measure the following key *outputs*:

- The potential financial benefits identified in LAC audits.
- The number of recommendations in LAC audits.

Each year we also measure the following key *outcomes*:

- The financial benefits realized from LAC audits.
- The percentage of recommendations implemented from LAC audits.

The type of auditing the LAC does and the way it gets assignments make it difficult to quantify targets or benchmarks from other states that relate to reducing the cost and improving the performance of state government. Most LAC audits are requested on an ad hoc basis by members of the General Assembly, preventing us from knowing in the planning process what programs we will be auditing or the objectives of those audits. In addition, organizations similar to the LAC in other states do not always audit the same programs that are audited by the LAC.

Quality and Efficiency of Internal Operations

Each year we measure aspects of the LAC's internal operations that we associate with quality and efficiency. Below is a list of internal performance targets established for FY 13-14.

- 100% of auditors will undergo a minimum of 20 hours of training each year and 80 hours within a specified two-year training period, in accordance with Government Auditing Standards. This training addresses topics such as fraud prevention, policy analysis, general management, and accounting.
- The LAC will comply with Government Auditing Standards, as determined by peer reviews conducted by teams of auditors from throughout the United States.
- The LAC will publish 80% of audits within two months of their projected dates of publication.
- The LAC's costs will be limited to \$65 per audit hour.

2. How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?

We use data/information analysis to provide effective support for decisions in multiple areas. For example, before determining the appropriate staff to assign to an audit, senior leaders conduct a preliminary assessment of the potential issues and the expertise the project will require. When deciding whether to make a recommendation in an audit report, auditors at all levels assess the potential costs and benefits of the recommendation. Auditors at all levels are provided data to help them match their training needs with agency resources.

3. What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?

In the short term, our key measures are measures of *output* — potential financial benefits *identified* and the number of recommendations *made* in LAC audits. In the long term, our key measures are measures of *outcome* — the percentage of recommendations *implemented* from LAC audits and the financial benefits *realized* from implementing LAC recommendations.

We review these measures, whose accuracy is ensured by our quality control process, at the end of each audit and follow-up audit.

4. How do you select and use comparative data and information to support operational and strategic decision making and innovation?

The LAC has chosen to follow Government Auditing Standards established by the Comptroller General of the United States because they are recognized as a national benchmark for government performance auditing. These standards are detailed in their requirements and are reflected in our strategic plan and performance measures. Multi-state peer review teams, which review our compliance with the standards every three years, provide us with information that we use to compare the LAC with audit organizations in other states.

5. How do you ensure data integrity, reliability, timeliness, accuracy, security and availability for decision making?

The LAC ensures the soundness of data through various means. The soundness of data regarding LAC professional qualifications, training hours, employee satisfaction, audit results, cost, and audit timeliness is ensured through direct inspection by senior leaders and documentation from independent outside entities. The soundness of data provided by other organizations is ensured by LAC staff who inspect original documentation, make comparisons with other sources of data, and review internal controls of the agencies being audited. In addition, agencies are allowed to review and comment on our reports prior to publication.

6. How do you translate organizational performance review findings into priorities for continuous improvement?

Every three years, a peer review team, comprised of auditors from throughout the country, reviews the LAC's compliance with Government Auditing Standards. After each peer review, we establish a temporary committee to implement the recommendations of the peer review team.

7. How do you collect, transfer, and maintain organizational and workforce knowledge? How do you identify, share and implement best practices, as appropriate?

The LAC collects, transfers, and maintains organizational and workforce knowledge through several mechanisms. First, for new auditors, we have a detailed orientation and training program conducted by experienced auditors. Not only does this practice transfer organizational knowledge to new auditors, it gives our experienced auditors the opportunity to rethink LAC audit practices. Second, we have developed and continuously update policy and procedure manuals for auditing and administrative activities. Amendments to these manuals are developed and analyzed by staff committees. Third, we are members of the National Legislative Program Evaluation Society, through which we share with staff in other states accumulated knowledge and best practices.

Category 5 — Workforce Focus

1. How does management organize and measure work to enable your workforce to: (1) develop to its full potential, aligned with the organization's objectives, strategies, and action plans; and (2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?

The LAC organizes the work of its auditors in teams. At the beginning of each audit assignment, team members work together to develop an audit plan. Audit plans are reviewed by the agency director to ensure that they are consistent with the audit requests made by legislators as well as the LAC's strategic objectives and action plans.

The audit manager gives research assignments to each auditor based, in part, on the skills and expressed interests of the auditor. The results from each research area and the timeliness of its completion are measured using standardized forms. In completing their assignments, auditors often consult with and obtain the perspective of teammates. New ideas for improving state government and/or reducing its cost are encouraged.

2. How do you achieve effective communication and knowledge/skill/best practice sharing across department, jobs, and locations? Give examples.

Because the LAC has fewer than 20 employees and operates at a single location, effective communication and collaboration occur primarily on an informal basis. In addition, staff periodically conduct formal in-house training of colleagues on various audit-related topics.

3. How does management recruit, hire, place, and retain new employees? Describe any barriers that you may encounter.

The LAC hires primarily at the entry level, with promotions being made from current staff. Using written minimum job qualifications and descriptions, we usually advertise in area newspapers and on the Internet. Each hiring is preceded by an onsite interview with LAC senior leaders. We retain new employees by providing them with challenging and interesting work assignments, work day flexibility, and reasonable wages.

4. How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?

The LAC assesses its workforce skills and competencies when establishing minimum job qualifications and when conducting post-audit performance reviews. Before audits begin, senior leaders meet to match auditor skills with audit assignments. The determination of staffing levels for specific audits is dependent on audit scope and the time available for audit completion.

5. How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?

The LAC's employee performance management system supports high performance by providing an assessment of each auditor's work on an audit-by-audit basis. The components of the evaluation instrument are tied directly to the skills needed to conduct performance auditing. All performance evaluations are discussed in private meetings, during which the views of the employee and his or her supervisor are exchanged.

Some of the factors we use to evaluate employee performance are included within the action plan portion of our strategic plan. These factors include employee education and training, compliance with certain Government Auditing Standards, and auditing efficiency.

6. How does your development and learning system for leaders address the following:

a. Development of personal leadership attributes.

The LAC ensures that potential future leaders receive ongoing leadership-related training.

b. Development of organizational knowledge.

Organizational knowledge at the LAC is developed by giving potential leaders increasing responsibilities, including planning audits, overseeing staff audit work, editing reports, and making presentations to other staff and our governing board.

c. Ethical practices.

The LAC's ethical practices, which include the assurance of independence, reliability, accuracy, and thoroughness, are integrated with our structured system of conducting audits, as directed by Government Auditing Standards. Each auditor, therefore, receives education and training in these areas.

d. Core competencies, strategic challenges, and accomplishment of action plans?

The LAC's core competencies of ensuring organizational integrity and professional independence coincide with the accomplishment of our strategic challenges and action plans, and are integrated with our structured system of conducting audits, as directed by Government Auditing Standards. Each auditor, therefore, receives education and training in these areas.

7. How do you identify and address key developmental and training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?

The LAC provides the quantity and types of training that are required by Government Auditing Standards. Courses are provided to LAC staff based on their individual needs. These courses are identified keeping in mind the LAC's strategic goals of reducing the cost of state government, improving the performance of state government, and providing information to the General Assembly and the public.

8. How do you encourage on-the-job use of new knowledge and skills?

The skills we obtain in training benefit the LAC in ways that are often difficult to quantify. For example, a training course may benefit an auditor on one audit but not another. Also, many of the skills we obtain in training are non-technical, such as conducting audit interviews, writing, research, and organizational behavior. For these reasons, we have not developed quantified performance measures of the effectiveness and use of our staff training.

9. How does employee training contribute to the achievement of your action plans?

One of our action plan objectives is to conduct performance audits of state agency programs in compliance with Government Auditing Standards. These standards require that our auditors undergo a minimum of 20 hours of training each year and 80 hours within a specified two-year training period. This training addresses topics such as fraud prevention, policy analysis, general management, and accounting.

10. How do you evaluate the effectiveness of your workforce and leader training and development systems?

We do not have a formal process for evaluating the effectiveness of our training and development systems.

11. How do you motivate your workforce to develop and utilize their full potential?

New LAC employees are selected carefully based on attributes that match with the technical and personal skills needed. Employees work in audit teams to promote cooperation and to provide a support framework for the sharing of ideas. High performance is rewarded through formal and informal recognition from senior leaders, promotion within the organization, and formal programs of recognition among co-workers.

12. What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances?

We administer a survey to LAC staff with questions taken verbatim from the “Federal Employee Viewpoint Survey” developed by the United States Office of Personnel Management (OPM). This instrument is administered to more than 200,000 employees of agencies throughout the federal government. After we administer this survey to the LAC staff, we compare our employees’ responses with those of federal employees using the indices into which survey questions were grouped by the OPM (see page 28).

Leadership & Knowledge Management Index – Composite score of 12 questions indicating the extent to which employees hold agency leadership in high regard.

Results-Oriented Performance Culture Index – Composite score of 13 questions indicating the extent to which employees believe the organizational culture promotes improvement in processes, products and services, and organizational outcomes.

Talent Management Index – Composite score of 7 questions indicating the extent to which employees think the organization has the talent necessary to achieve its organizational goals.

Job Satisfaction Index – Composite score of 7 questions indicating the extent to which employees are satisfied with their jobs.

After administering the survey, we meet as an organization to discuss its results and areas in need of improvement. This survey was administered in FY 07-08, FY 09-10, and FY 11-12.

13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?

The LAC identifies potential future leaders and introduces them gradually to increasingly demanding audit and supervisory duties.

14. How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

The LAC maintains regular communication regarding exit signs, lighting, fire extinguishers, etc. with its office space landlord. In addition, the LAC distributes literature on healthy lifestyles, including the topics of diet and exercise.

Category 6 — Process Management

1. How do you determine and what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?

The LAC's senior leaders have determined the following two primary competencies by reviewing our statutorily-required mission and Government Auditing Standards:

Organizational Integrity – Because the LAC is part of the legislative branch of state government, it is organizationally independent of the executive branch agencies it audits. The LAC is administered by a director who is appointed to four-year terms by an organizational board whose voting members are not state legislators. Our voting board members are elected from the public at-large by the General Assembly to six-year terms. The LAC also adheres to Government Auditing Standards established by the Comptroller General of the United States.

Professional Independence – LAC auditors are required to be independent, appear independent, and to sign statements of independence at the beginning of each audit engagement. As part of this independence requirement, LAC staff are prohibited from involvement in state government-related political activity.

These core competencies are integrated with our structured system of conducting audits, as directed by Government Auditing Standards.

2. How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure that these processes are used?

The LAC's single program is conducting performance audits of state agencies and programs. The key processes that add value for our customers and our organization include; (1) learning and meeting the needs of legislative customers, and (2) adhering to Government Auditing Standards such as independence, thoroughness, and accuracy. We determined that these were our key processes by reviewing state law, communicating with legislators, and assessing performance auditing standards used throughout the United States.

To ensure that we use these key work processes:

- At the beginning of each audit, the LAC director reviews a “planning file” developed by the audit manager, to ensure that the legislators who requested the audit have been contacted regarding their concerns.
 - Every three years, we contract with an external peer review team to review the LAC's compliance with Government Auditing Standards.
 - Before each audit is published, each statement in the audit is documented by a staff member whose work is then checked by another staff member.
3. How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?

The LAC uses multiple methods for incorporating organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors into process design and delivery. They include:

- Frequent communication with legislators, at various stages of each audit, to help ensure that we fully answer their questions and keep up with their evolving requirements as customers.
- Satisfaction surveys of LAC staff.
- Employee committees to improve LAC processes.
- Detailed written policies and procedures.
- Active membership in the National Legislative Program Evaluation Society.

We have incorporated new technology into design and delivery processes and systems in several ways. We use desktop publishing techniques for all in-house publications. In addition, all recent LAC publications and our strategic plan are available on our website at LAC.SC.GOV. In addition, we have incorporated cycle time into the design of our audit process.

4. How does your day-to-day operation of these processes ensure meeting key performance requirements?

The day-to-day operation of the following key production/delivery processes helps ensure that the LAC conducts audits that answer information requests from state legislators in a responsive, fair, independent, thorough, and accurate manner. In FY 12-13, for example:

- The LAC's director and audit managers used monthly time reports to help ensure that audits were completed in a punctual manner.
- The LAC's audit managers reviewed working papers and carried out quality review processes for each report published to ensure that the LAC passes its peer review process.
- The LAC's audit teams tabulated the potential financial benefits identified in audits, the number of recommendations made, the financial benefits realized, and the percent of recommendations implemented.
- The LAC's training coordinator used a database to ensure that auditors obtain training that has been approved by management and meets the requirements of Government Auditing Standards.
- The LAC's staff participated in ongoing communication with organizations in other states to keep current with developments in performance evaluation and auditing throughout the nation.

5. How do you systematically evaluate and improve your key product and service related work processes?

As noted above, the design and delivery processes that add value for our customers and our organization include; (1) learning and meeting the needs of legislative customers, and (2) adhering to Government Auditing Standards, such as independence, thoroughness, and accuracy.

At the beginning of each audit, we meet with the primary legislators who requested the audit to ensure that we understand their concerns and that our audit plan reflects those concerns.

Every three years, a peer review team, comprised of auditors from throughout the country, reviews the LAC's compliance with Government Auditing Standards established by the Comptroller General of the United States. After each peer review, we establish a temporary committee to implement the recommendations of the peer review team.

6. What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?

The key support processes of the LAC include data analysis, report production, personnel, and purchasing. The primary means by which the LAC improves and updates these processes are staff input and analysis, ongoing training, and up-to-date information technology. The format of our reports and our audit methods are modeled after those used by the federal Government Accountability Office. Staff training is provided primarily by South Carolina's technical colleges, professional associations, and for-profit trainers. Management evaluates outside financial audit reports and incorporates recommendations to improve processes.

7. How does your organization determine the resources needed to meet current and projected budget and financial obligations?

Our management team meets regularly throughout the year to analyze the revenues we need in order to conduct the audits that have been requested by the General Assembly. Approximately once a month our entire staff meets to discuss our operations, our anticipated workload, and our financial obligations. Management has explored other alternative revenue resources, and legislation was enacted to allow the agency to charge certain agencies for services.

Category 7 — Results

A LIMITED REVIEW OF MEDICAID MANAGED CARE RATES AND EXPENDITURES AND OTHER ADMINISTRATIVE ISSUES AT THE DEPARTMENT OF HEALTH AND HUMAN SERVICES (JULY 2012)

This audit reviewed the Medicaid managed care program at the Department of Health and Human Services (DHHS), the pharmacy program, and procurement issues. DHHS does not know how the rate paid to medical home networks (MHNs) was determined. DHHS also does not know the fee paid to primary care providers by the MHNs although the MHNs are required by contract to report this information. The Department of Insurance conducts financial solvency reviews of Medicaid managed care organizations (MCOs), but DHHS does not review this information to ensure that the MCOs are in a sound business position. DHHS has not reviewed MCO administrative costs to determine if unallowable costs are included. There is no method in place for DHHS to review how MCO administrative costs are trending on a per-enrollee basis while costs outpaced enrollment over 30% over the last five years.

DHHS does not regularly review the rates paid to pharmacies to identify potential savings. The agency also had \$135.4 million in contracts that were obtained through emergency procurements. A contract for restructuring and financial advisory services was not procured in accordance with state law regarding emergency procurements.

Contact: Andrea D. Truitt, Deputy Director

A MANAGEMENT REVIEW OF PATRIOTS POINT DEVELOPMENT AUTHORITY (DECEMBER 2012)

The former President Pro Tempore of the South Carolina Senate requested a management audit of Patriots Point Development Authority (PPDA). Our review found:

- Without funding from an outside source, such as federal or state government, PPDA cannot bring the vessels into sustainable condition. If the vessels are repaired, the agency should be able to generate enough revenue to maintain them from that point.
- PPDA has a comprehensive, three-year business plan.
- The agency needs to improve its marketing efforts, in part, by restructuring the marketing department, using the outside consultant, and expanding marketing through the agency's website and the media.
- There are several ways for the agency to enhance current revenue streams and we presented new ways to generate revenue.
- The vessels have been neglected for years and repairs noted in inspection reports by the U.S. Navy have not been made.
- PPDA plans to approach House and Senate members to request an amortization schedule for repayment of the state loan used to repair the U.S.S. Laffey.
- The agency should designate an employee to monitor the various leases with the hotel, marina, golf course, and the College of Charleston.
- To generate appropriate revenue from future land leases, we recommend that the Medal of Honor Museum pay fair market value rent to PPDA for use of the land and that potential visitors to that museum be offered a joint ticket option which would include Patriots Point.

- Generally, PPDA has complied with Freedom of Information Act requirements.
- PPDA needs to improve its internal controls in the gift shop operations, including improving its inventory controls.
- The agency violated state law with many of its emergency procurements, including \$146,789 for advertising services and \$13,750 for mowing services.

Contact: Marcia A. Lindsay, Audit Manager

A REVIEW OF VOTING MACHINES IN SOUTH CAROLINA (MARCH 2013)

This audit reviewed the voting machines used in South Carolina, the training of election officials, and available alternatives to the current voting machines. S.C.'s voting machines do not have voter-verified paper audit trails and it would cost about \$17 million to add them. The statewide inventory of voting machines and database tracking the maintenance, replacement, or problems with the machines is still in the implementation phase. The State Election Commission should provide an Election Day hotline for voters to report problems with the voting machines. State law should be amended to require that post-election tabulation audits be conducted for all elections before the votes are certified. County election commissioners and voter registration board members have not been removed or replaced when they fail to comply with certification and training requirements. The state has a few options for the voting machines: keep the current machines as is or add a voter-verified paper audit trail, have a statewide procurement for new voting machines paid for with state funds, or approve different types of voting machines and let the counties purchase their own machines with local funds.

Contact: Andrea D. Truitt, Deputy Director

A LIMITED-SCOPE REVIEW OF THE DEPARTMENT OF PROBATION, PAROLE AND PARDON SERVICES (JUNE 2013)

Members of the General Assembly requested the LAC to review a number of administrative issues at the agency, as well as agency caseload and workload standards and the calculation of the reduction in the revocation rate of offenders. We found that SCDPPPS:

- Received approximately \$3.8 million in general funds for sentencing reform which agency officials state was used, in part, to hire additional staff. We reviewed agency expenditures and human resources data, but did not find an increase in staff. A portion of these funds were used to increase the agency's cash reserve.
- Was not reconciling an agency composite bank account resulting in a \$325,000 fraud that went undetected for two years until discovered by state auditors in 2009.
- Used over \$20,000 of non-state funds belonging to offenders under agency supervision to offset the fraud loss in the composite bank account. The agency should have returned these funds or turned the money over to the unclaimed property division of the State Treasurer's Office.

- Circumvented state surplus property rules and violated the state procurement code when it loaned, at no cost, 20 agency computers to a church. At present, SCDPPPS has no plans to recover these computers.
- Has not adhered to standard hiring practices when it hired unqualified applicants, inappropriately handled temporary positions, and required pre-employment photographs.
- Used Ignition Interlock Device Program funds to pay for program costs, a purpose not authorized by state law. The agency is also underreporting the revenue and expenditures of the program.
- Violated the state procurement code by using sole source procurements for items that are readily available from a number of vendors.
- Has non-law enforcement employees in the Police Officers Retirement System even though they may no longer qualify.

Contact: E. Brad Hanley, Audit Manager

A REVIEW OF S.C. FIRST STEPS TO SCHOOL READINESS (JUNE 2013)

Children and families in South Carolina continue to have risk factors that indicate a need for early childhood education services. Among these risk factors are teenage mothers, low maternal educational levels, low birth weights, and poverty. In our review, we found that improvement is needed in the selection of early childhood programs, the measurement of program effectiveness, and the measurement of children's readiness for school. Improvement is also needed in ensuring transparency of the state board's decision making process, its method of funding county partnerships, and its monitoring of overhead costs.

Contact: Andrew M. Young, Audit Manager

A REVIEW OF THE S.C. ARTS COMMISSION (JUNE 2013)

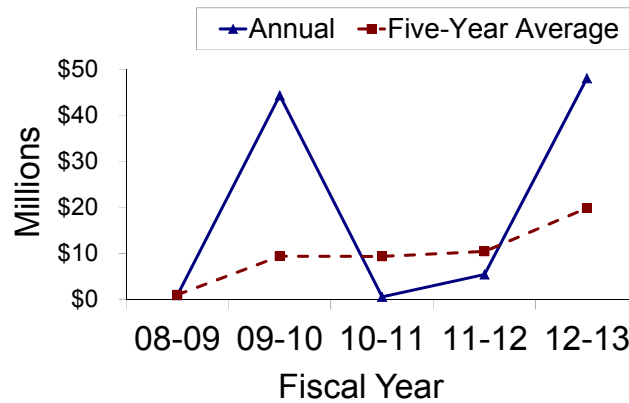
We reviewed the administrative costs, staffing, grants, and performance measures of the commission. In FY 11-12, the Arts Commission did not meet the requirements of proviso 30.4 to spend 70% of state funds on grants by \$21,285 (1.1%) due to unspent grant funds. In response to proviso 30.4, in FY 11-12, SCAC used state funds to pay 26% of its administrative expenses which had been paid for 100% with state funds in FY 09-10. The staffing level of the Arts Commission of 14 full-time employees and 3 part-time employees is consistent with the staffing levels of state arts agencies in southern states and the nation. From FY 09-10 to FY 11-12, grants awarded by the Arts Commission have decreased by \$640,929 (30%) and been given to recipients in 42 of 46 counties. The Arts Commission should reinstitute its random audits of grant recipients to improve the quality control of the granting process.

Contact: Andrea D. Truitt, Deputy Director

Quantitative Measures

- 7.1 What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to those of comparable organizations?

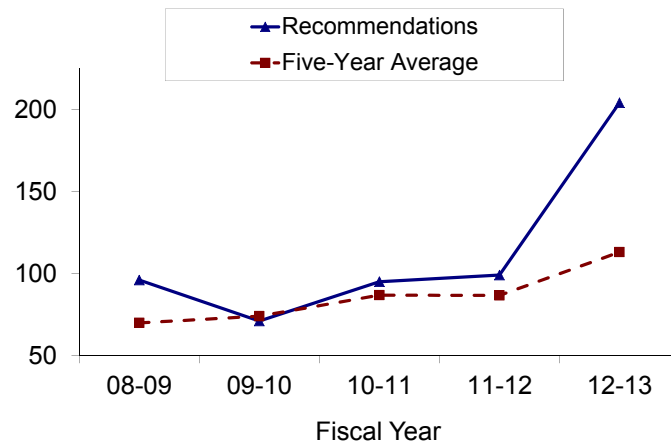
CHART 7.1.1 POTENTIAL FINANCIAL BENEFITS IDENTIFIED *



	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Annual	\$850,000	\$44.3 million	\$500,000	\$5.4 million	\$48 million
Five-Year Average	\$950,000	\$9.4 million	\$9.3 million	\$10.4 million	\$19.8 million

* Potential Financial Benefits Identified includes five-year averages to account for year-to-year volatility in the data. See pages 13-14.

CHART 7.1.2 NUMBER OF RECOMMENDATIONS *



	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Recommendations	96	71	95	99	204
Five-Year Average	69.8	74	86.8	86.6	113

* Number of Recommendations includes five-year averages to account for year-to-year volatility in the data. See pages 13–14.

TABLE 7.1.3 FINANCIAL BENEFITS REALIZED *

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Results	\$21,000	\$50,000	\$100,000	\$0**	\$0**

* These are the financial benefits realized from the implementation of our audit recommendations. See pages 13–14.

** Due to funding limitations, we were unable to calculate this statistic with an audit follow-up process.

TABLE 7.1.4 PERCENT OF AUDIT RECOMMENDATIONS IMPLEMENTED

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Results	43%	78%	53%	0%*	0%*

* Due to funding limitations, we were unable to calculate this statistic with an audit follow-up process.

- 7.2 What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction (a customer is defined as an actual or potential user of your organization's products or services)? How do your results compare to those of comparable organizations?

TABLE 7.2.1 CUSTOMER SATISFACTION

	FY 12-13
Legislative Briefings Provided	13
LAC Organizational Board Meetings Held	4
Citizen Inquiries Received/Responded	5

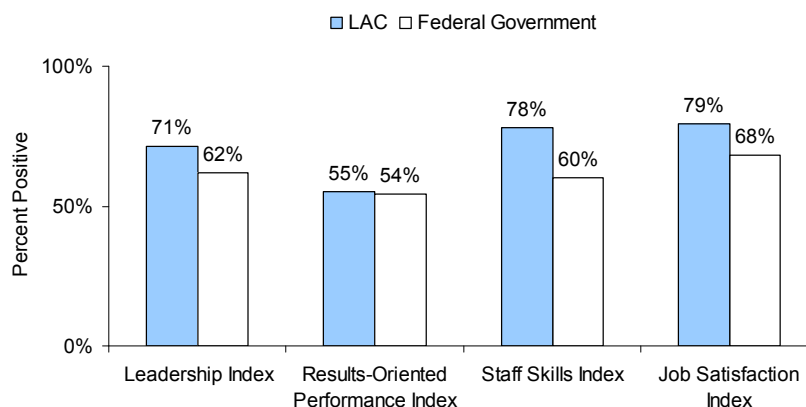
- 7.3 What are your performance levels for the key measures of financial performance, including measures of cost containment, as appropriate?

TABLE 7.3.1 COST PER DIRECT AUDIT HOUR

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Target	\$65	\$65	\$65	\$65	\$65	\$65
Results	\$62.19	\$61.26	\$62.34	\$64.78	\$58.25	

- 7.4 What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

CHART 7.4.1 LAC BIENNIAL EMPLOYEE SURVEY RESULTS: FY 11-12 *



* For a more detailed explanation of the indices, see page 19.

TABLE 7.4.2 AUDITORS WITH MINIMUM TRAINING HOURS

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Target	100%	100%	100%	100%	100%	100%
Results	100%	100%	100%	100%	94%	

- 7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises)?

TABLE 7.5.1 AUDITS PUBLISHED ON TIME *

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Target	80%	80%	80%	80%	80%	80%
Results	33%	33%	43%	0%	0%	

* We define “on time” as publishing an audit within 60 days of its projected date of publication.

- 7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?

TABLE 7.6.1 THREE-YEAR PEER REVIEW

	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
Target		Pass	Pass	Pass	Pass	
Results		*	*	*	Passed	

* In FY 09-10, FY 10-11, and FY 11-12, due to funding limitations, we were unable to contract for a peer review.